Treasury and Policy Board

Business Plan 2003-2004

NOVA SCOTIA

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A. Message from the Minister

I am pleased to present the 2003-2004 business plan for the Treasury and Policy Board (TPB) office.

Since it was created some two years ago, Treasury and Policy Board office has overseen significant improvement in the Government of Nova Scotia's budgeting and policy making process.

The TPB office has provided consistent and reliable advice to Cabinet and its main committee, Treasury and Policy Board, and we have put in place a variety of corporate measures to promote good management and accountability in all government departments and offices.

Working closely with the Department of Finance, we have been able to control expenditures and balance the province's budget while earmarking funds to make key investments in the self-sufficiency and long-term prosperity of Nova Scotia.

Our 2003-2004 TPB Business Plan builds on this progress. Ultimately, taxpayers can be assured that we have systems in place to ensure sure taxpayers' money is carefully and appropriately spent — on priorities that matter most to Nova Scotians.

Hon. Michael Baker
Chair of Treasury and Policy Board

B. Mission

To ensure that the expenditure and policy initiatives of the public service are planned, communicated and implemented in a way that reflects the priorities of government and inspires confidence in the people of Nova Scotia.

C. Planning Context

The Treasury and Policy Board office provides operational and administrative support to Executive Council and its main committee, Treasury and Policy Board. It is the Government of Nova Scotia's central planning agency responsible for business planning and corporate policy making.

Promoting accountability in government operations has been a primary focus for TPB in the last three years:

- policy and budget proposals going into TPB and Cabinet are carefully analysed, to ensure decisions are based on a thorough understanding of policy and financial implications.
- all department and government agencies are required to submit business plans for each fiscal year to fully explain their financial and policy priorities. At the end of the year, they must submit accountability reports that report on the results of the business plan.
- TPB works closely with the Department of Finance to develop the provincial budget and manage government's expenditure budget through the year. Overall responsibility for the provincial budget and revenue estimates continues to rest with the Minister of Finance.

Corporate Focus for 2003-2004

The corporate planning and budgeting process for 2003-2004 has been guided by government's vision for a healthy, prosperous and self-sufficient Nova Scotia that includes all citizens and regions of the province. Planning themes include:

- Health: promoting wellness of Nova Scotians while maintaining health services for those who are ill,
- Prosperity: growing the economy, balancing the budget, reducing taxes, and developing an educated workforce, and;
- Self-sufficiency: helping individuals take care of themselves and helping Nova Scotia's economy become more independent over the long term.

TPB's key initiatives for 2003-2004 are designed to strengthen systems that promote good performance and accountability in government departments and agencies. As part of newly revised management manuals, we will add a section this year on business planning, budgeting and accountability processes. This will explain the linkages between the planning, budgeting and accountability and activities such as environmental scanning, operational planning, and performance measurement.

Several projects are under way to address some complex long term operational needs. This includes defining a revised program inventory and costing methodology that will assist government in measuring effectiveness, economy, and efficiency, and defining corporate policies on evaluation and user fees.

Strategic Goals

- ✔ Provide high-quality analysis and recommendations to the Executive Council and Treasury and Policy Board.
- ✔ Improve communication between elected officials and the public service, including crown corporations and other government agencies.
- ✔ Improve accountability of government and the public service, including crown corporations, and other government agencies.
- ✔ Strengthen the corporate leadership of the public service.
- ✔ Promote the implementation of government's strategic plan through the improved integration of planning, budgeting and communications.
- ✔ Improve systems, processes and procedures required for effective and efficient administration of government.

D. Core Business Areas

1. ***Support to Treasury and Policy Board / Cabinet***

   Managing submissions to and follow-up from Cabinet and the Treasury and Policy Board, developing the TPB agenda and providing a critical analysis of policy and expenditure proposals to the Executive Council and Treasury and Policy Board as background to the decision-making process.

2. ***Strategic Planning and Budgeting***

   Assisting the Executive Council to develop and communicate corporate priorities; developing and implementing processes to link allocations of funds with policy direction and priorities; and analyzing and advising on department and agency budgets to ensure that allocations and reallocations support priorities, suggesting corrective action when necessary.

3. ***Coordination of Corporate Policies and Priorities***

   Identifying major policy issues and facilitating collaborative policy development on issues that cross departmental boundaries, and initiating, and sometimes leading, corporate projects.

4. ***Supporting Effective Corporate Administration of Government***

   Developing and communicating guidelines and standards for administration of

government, and advising on government structure and programs and supporting senior leadership development. .

E. Priorities

1. Support to Treasury and Policy Board / Cabinet

Evaluate the quality and methods of the staff support to Cabinet / TPB and its sub-committees and make improvements as required.

Support the work of the Legislation Committee by:
identifying policy issues that should be referred to Cabinet/TPB for review and decision and providing advice on the draft legislation to ensure policy objectives are being met;

2. Strategic Planning and Budgeting

Develop a Business Planning, Budget and Accountability Framework. The Framework will explain the linkages between the planning, budgeting and accountability components of this cycle and describe the purpose\ role of environmental scanning, operational planning, performance measurement and evaluation. The corporate Framework will be published in the Management Manual accompanied by a user guide for departments and agencies to explain each component in detail. Training and development plans will be developed, together with communication and implementation plans.

In collaboration with the other central agencies, lead the development of systems, processes and tools for improved internal, government-wide communications such as: sharing best "communications" practices, enhancing the government Intranet page, and promoting the use of online tools for employees such as Nspire.

3. ***Coordination of Corporate Policies and Priorities***

Lead the implementation of a revised program inventory and costing methodology. The inventory and costing of programs and services will assist government in measuring effectiveness, economy, and efficiency. This is a two year project. By 31 March 2004, the program inventory and analysis will be completed.

Develop an evaluation policy. Evaluation should contribute to government's commitment to greater accountability and continuous improvements in policy, as well as program design and delivery. This is a multi-year project. By March 31, 2004, the policy development process will be in place, an assessment of government's evaluation capacity, and research on best practices on the evaluation of government services will have been completed.

Lead the development of a policy for the levying of user fees by government departments for the purpose of consistency, fairness and equity. This is a two year project. By March 2004, a database of department user fees will be developed and research of best practices for user fee policy and administration will be completed.

4. ***Supporting Effective Corporate Administration of Government***

Encourage and monitor implementation of the Management Manual Policy. The review of existing and development of new government's administrative policies and procedures is an ongoing process. In 2003-04, the focus will be on raising awareness of the management manuals and encouraging their utilization.

In collaboration with other central agencies, clarify roles, responsibilities, and interrelationships of these agencies and facilitate the development of closer working relationships.

F. Budget Context

Treasury and Policy Board - Estimated Budget Expenditures			
	Budget 2002\03 (Per 2002\03 Estimates Book	Forecast 2002\03 (Per 2003\04 Estimates Book)	Budget 2003\04 (Per 2003\04 Estimates Book)
	$Millions	$ Millions	$Million
Total - Gross Current	$2,389.0	$2,389.0	$2,603.0
Salaries and Benefits	1,837.0	1,719.2	$2,075.5
Funded Staff (FTEs)	24.0	22.4	26.4

The increase in salaries is due to the 3% cost of living increase April 1, 2003 and the MCP performance pay given in 2002-2003.

G. Performance Measures

Core Business Area: **Support to Treasury and Policy Board / Cabinet**					
OUTCOME	**MEASURE**	**DATA**	**TARGET-2003-04** ***(optional)***	**TARGET-2004-05**	**STRATEGIES to achieve target**
Quality information and advice to Executive Council and TPB	*Qualitative client feedback (Executive Council/TPB)* (with information and advice	Baseline data to be provided in first quarter of 2003-04		Target to be determined once baseline data have been collected.	Engage TPB/Cabinet Ministers in an evaluation of TPB staff performance and service delivery, in order to have baseline data for the upcoming business planning year. • Develop qualitative survey instrument, in collaboration with TPB Policy and Financial Analysts (complete: March 31, 2003) • Conduct personal interviews with TPB/Cabinet Minsters (complete May 30, 2003) • Analyze results (July 30, 2003) • Report findings (September 30, 2003) • Develop an Action Plan to address issues raised (October 31, 2003)

Core Business Area: Strategic Planning and Budgeting					
OUTCOME	**MEASURE**	**DATA**	**TARGET-2003-04** *(optional)*	**TARGET-2004-05**	**STRATEGIES to achieve target**
Improved financial and business planning accountability	*Overall satisfaction ratings for: (a) business planning and (b) budgeting process (as defined by specific components under the influence/control of TPB).*	Baseline data to be collected in first quarter of 2003-04 (for 2002-03 year).		Target to be determined from baseline.	Conduct focus group de-briefs with departments/PSVs to assess their satisfaction with the Budget and Business Planning process. Discussions will focus on departmental staff satisfaction with key indicators: process steps/elements (known, understood, useful, realistic), feedback from TPB staff (quality/timeliness), collateral materials, and any other elements deemed relevant. • Analyze results (July 30, 2003) • Report findings and planned action back to departments/PSVs (September 30, 2003) • Incorporate suggested changes (as appropriate) in planning for 2003 - 2004 planning Improve business planning across government by refining performance measurement, researching and making accommodations for multi-year planning, compiling and circulating best practices for operational planning, and developing training programs on business planning. Improve budget planning and forecasting processes including improved documentation, examine multi year funding, compile and circulate best practices in budgeting and forecasting Improve accountability reporting across government including improved documentation processes, refinement of performance (outcome) measures and assessment processes.

Core Business Area: Strategic Planning and Budgeting					
OUTCOME	**MEASURE**	**DATA**	**TARGET-2003-04** *(optional)*	**TARGET-2004-05**	**STRATEGIES to achieve target**
Increased understanding of Govt priorities	Client survey: percentage of survey respondents who said they understood Govt's priorities	In 2001 Majority of respondents understood priorities All respondents 73.5%[1] 2002-03 data to be provided within 2002-03 accountability report.	Continuous improvement - in overall % and within specific functional areas (i.e., DM, policy, finance, etc.).	Continuous improvement - in overall % and within specific functional areas (i.e., DM, policy, finance, etc.).	Develop systems, processes and tools for improved internal, government-wide communications such as: sharing best "communications" practices, enhancing the government Intranet page, and promoting the use of online tools for employees such as Nspire. Consult with Departments and Public Service Votes (PSV) on topic specific areas, including their reported understanding of government priorities and assess results. Consultation to include Ministers, Deputy Ministers, and line department/psv representatives. Develop collaborative working relationships with departments/psvs through policy development initiatives, program review activities, and review of Cabinet and TPB documents.

[1] Breakdown by function: DM= 84.6%; Policy =73.9%; Finance =41.7%; Comm =80.0%; Program = 73.7%; Other =82.4%

Core Business Area: Coordination of Corporate Policies and Priorities					
OUTCOME	**MEASURE**	**DATA** *(for baseline year and subsequent years)*	**TARGET-2003-04** *(optional)*	**TARGET-2004-05**	**STRATEGIES to achieve target**
Collaborative policy development	Client survey: percentage agreeing with/satisfied with collaborative policy efforts.	Baseline data to be provided within 2002-03 Accountability Report.		Target to be determined from baseline data.	In strategic partnership with PAC, enhance government's policy development capacity. EO TPB continue to chair Policy Advisory Council. PAC implement its training & development plan. Consult with Departments and PSVs on satisfaction with the TPB staff effort and effectiveness in the area of collaborative policy development, using specific initiatives. Focus will be on the quality of TPB staff performance in the areas of (a) leadership, (b) expertise, and (c) integration of issues and information. Consultation will include Deputy Ministers and departmental/PSV staff.

Core Business Area: Supporting Effective Corporate Administration of Government					
OUTCOME *(immediate or intermediate)*	**MEASURE** *(outcome-based; quality, efficiency/productivity, cost-effectiveness)*	**DATA** *(for baseline year and subsequent years)*	**TARGET-2003-04** *(optional)*	**TARGET-2004-05**	**STRATEGIES to achieve target**
Up-to-date administrative policies that facilitate efficient government administration	Percentage of corporate policies in process[2]	61% of corporate policies in process (2001-02) 24%of corporate policies in process (2002-03)		10% of corporate policies in process	The review of existing and development of new government's administrative policies and procedures is an ongoing process. In 2003-04, outstanding submissions will be publishing , communications will be targeted to raise awareness through out government for the purposes of encouraging utilization, the Management Manual Policy and the maintenance plan to keep the management manuals current will be implemented.
	Percentage of corporate policies completed (i.e. published)	33% of corporate policies ready for publication[3] (2001-02) 73% of corporate policies completed (2002-03)		90% of corporate policies published	

[2] This measure was refined to clearly reflect the distinct stages of development: in process (under review/in production) and published.